

# SFA Modernization Partner Monthly Program Report

December 10, 1999

## 1.0 Program Status

### 1.1 Introduction

This monthly report is being produced as a deliverable of the SFA Modernization Partner Task Order for "FY2000 Program Support. This report covers the month of November 1999 and includes information on the overall status of the Program, achievements for the month, planned work for the next month, performance of the Program against schedule, and a summary of key Program Risks.

The format and content of this report are based on the guidelines provided in the FY2000 Program Support Task Order, standard project status reporting techniques, and input from SFA management personnel. The purpose of this report is to provide SFA senior management with information related to the performance of the Modernization Program team.

These monthly reports will be refined to improve their usefulness and the value they provide. Please address any suggestions regarding the content or format of these reports to the Modernization Program Office Manager ([David.L.Gordon@AC.Com](mailto:David.L.Gordon@AC.Com) or 703.947.1700).

### 1.2 Program Overview

#### Program Status

In the month of November the program has delivered four key deliverables: *Quick Hit Recommendations/Industry Benchmarks, Configuration Management Approach, Contract Management Plan, Partnership Management Plan*. The deliverables provide a identification of improved investment selection for systems projects, control mechanisms in the SFA environment, and concepts and approaches to managing sub-contractor arrangements in the Modernization Program.

The program is actively working on the deliverables for *Critical Methods and Standards, Deployment Plan, System Integration and Test, Capability Release Plan and contract Acquisition Strategy*. These are key deliverables which layout processes procedures and standards for technical planning and oversight as well as contractor acquisition and contracts management. Work has also begun on Task Order 4, Enterprise Architecture Management, which defines the architectures for key technical components in the SFA environment.

As the program moves forward, a roadmap for projects and initiatives is needed to define the end result and the steps to take to achieve a modernized SFA environment. To accomplish this, the Modernization Partner is developing an initial *Capability Release Plan*. This plan will define the capabilities and recommend a sequencing to achieve the benefits of modernization in an aggressive yet manageable approach. Discussions with the Management Council will also occur to incorporate SFA leadership objectives into a new vision for the SFA business environment. It is anticipated that as this vision is defined the *Capability Release Plan* will be updated to reflect any major changes in direction.

The Financial Management System (FMS) Modernization project completed the *Project Plan* deliverable and continues working on the FMS- *Concept of Operations* deliverable. The project has established a steering committee and is in the process of clearly understanding the 'As-Is' environment and 'To-Be' targets for the project.

The Direct Loan Servicing Reengineering (DLSR) Modernization project continues to work aggressively on scope definition and agreement across the SFA leadership team. The scope discussions involving the Schools and Students channel have confirmed the direction and boundaries for major improvements in the Servicing area. Work will continue to confirm the scope, schedule and key functions to be incorporated into the effort. Plans for focus groups with schools have been completed, with the sessions scheduled for early December to generate ideas and requirements for the project.

#### November Pulse Points

- The Modernization Partner is becoming increasingly integrated within the SFA Business Units. This trend must continue and increase pace as the Program and SFA priorities take shape to ensure alignment of SFA leadership goals and Modernization Partner thought leadership and market experience.
- Recommendations made in the *Quick Hits/Industry Benchmarks* deliverable must be pursued to achieve decisions on each recommendation. This will result in IRB review and decisions that will change the funding allocations for current projects and redirect funding to new initiatives recommended in the initial *Capability Release Plan*.
- Participation by the Modernization Partner in the Contract Management Task Force is critical as directions are set by SFA on how to alter their current contract processes to support the Performance Based organization's goals and objectives.
- The Modernization Program Office began working with the Director of Analysis office to determine the approach to baselines and ongoing measurements for SFA's key objectives. This activity will become critical as the Modernization Program begins working toward Value Based Deal opportunities and ongoing measures of success.

## 2.0 Modernization Program Scorecards

The following scorecards provide summary status of each of the critical program management areas. The November Program scorecard is an aggregate assessment of program performance. The scorecard was developed by conducting an assessment individual projects within the program, Direct Loan Servicing Reengineering and Financial Management System, and combining these assessments with an assessment of the Program management areas - PMO, EEIT, and Partner Management.

### Modernization Program Summary Scorecard







Measure	<u>Assessment</u>
<b>Overall</b> The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the SFA Modernization Program.	○
<b>Scope</b> The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner.	○
<b>Cost Performance Against Baseline</b> The task order is fixed price.	N/A
<b>Schedule Performance Against Work Performed</b> Modernization Partner Program is achieving milestones on schedule, ahead of schedule, or within thresholds. All changes to delivery dates are being directed through the appropriate review and approval process.	○
<b>Architecture</b> The Modernization Blueprint baseline is still being finalized. The Modernization Partner Program has not began any significant development work that involves architecture impact.	○
<b>Risk</b> Risks which would effect the successfully execution of the Program have been documented, and mitigation strategies have been developed. A risk profile has been created and is included in the Modernization Program Plan.	○
<b>Quality</b> The Modernization Partner has developed a Modernization quality plan and is implementing the activities defined for the FMS and FAOR projects.	○

Measure	Assessment
<b>Communication/Change Management</b> Communication and change management strategies are in place and have begun to be implemented in November. Integration of communications between the Modernization Partner and the Organization Transformation initiatives has also been completed.	○
<b>Human Resources</b> Human resource needs have been documented, approved, and available. The Program has the individual and group skills needed for the particular phase.	○
<b>Commercial Off the Shelf Software (COTS)</b> Significant reuse of hardware, software, data, and/or process is being or will be utilized – purchased commercially and/or reused from other SFA initiatives, Andersen Consulting, or Legacy Contractors. <ul style="list-style-type: none"> <li>FMS will use Oracle Financials</li> <li>EEIT recommended the use of Sterling Software's Cool Suite as SDLC tool</li> </ul>	○

Assessment	
Red	●
Yellow	●
Green	○

## Direct Loan Servicing Reengineering (DLSR) Project Scorecard

The following scorecard provides a summary status of each of the critical program management areas for the Direct Loan Servicing Reengineering project within the SFA Modernization Program.

Measure	Assessment
<b>Overall</b> The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the work authorization.	
<b>Scope</b> The scope has been defined but not authorized by the SFA and Modernization Partner, and material scope issues have not been resolved.	
<b>Cost Performance Against Baseline</b> This project is part of the Modernization Partner fixed price task order.	N/A
<b>Schedule Performance Against Work Performed</b> The work within this project has been delayed to material scope issues outside of the control of the project team.	N/A
<b>Architecture</b> The project has yet to be fully initiated.	N/A
<b>Risk</b> Project risks to successfully execute the Task Order of work have been documented, but either some risks have not been adequately defined or mitigation strategies have not been developed for all risks.	
<b>Quality</b> The Project has in the process of developing a documented quality plan and the project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.	
<b>Communication/Change Management</b> Communication and change management strategies are in development.	
<b>Human Resources</b> Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the particular phase.	


Measure	<u>Assessment</u>
<b>Commercial Off the Shelf Software (COTS)</b> The project has yet to be fully initiated.	N/A

## Financial Management System (FMS) Project Scorecard

The following scorecard provides a summary status of each of the critical program management areas for the Financial Management System project within the SFA Modernization Program.

Measure	Assessment
<b>Overall</b> The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the work authorization.	○
<b>Scope</b> The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner, and formal change control has been implemented and is maintaining control.	○
<b>Cost Performance Against Baseline</b> This project is part of the Modernization Partner fixed price task order	N/A
<b>Schedule Performance Against Work Performed</b> Project is achieving Task Order milestones on schedule, ahead of schedule, or within thresholds.	○
<b>Architecture</b> The Project is in full compliance with Modernization Blueprint baseline or target architecture standards.	○
<b>Risk</b> Project risks to successfully execute the Task Order have been documented, but either some risks have not been adequately defined or mitigation strategies have not been developed for all risks.	●
<b>Quality</b> The Project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.	○
<b>Communication/Change Management</b> Communication and change management strategies are in place	○
<b>Human Resources</b> Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the particular phase.	○



Measure	<u>Assessment</u>
<ul style="list-style-type: none"><li>• <b>Commercial Off the Shelf Software (COTS)</b> Significant reuse of commercially available hardware, software, data, and/or process is being utilized – purchased commercially and/or reused from Andersen Consulting. Project is utilizing Oracle Financials with a minimum amount of custom coding.</li></ul>	

### 3.0 Key Accomplishments in November and Plans for December

#### 3.1 Work Completed During November

During the month, the project teams accomplished the following:

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<ul style="list-style-type: none"> <li>Acceptance of Concept of Business Operations deliverable</li> <li>Acceptance of Critical Program Management Processes deliverable</li> <li>Acceptance of Modernization Program Plan</li> <li>Completed and delivered Opportunity Identification and Analysis 11/15/99</li> <li>Completed and delivered Industry Benchmarks 11/15/99</li> <li>Continued work on the Business Capability Release Plan</li> <li>Continued Maturing the IRB Process</li> <li>Operated the Program Management Office</li> <li>Completed development of issue database</li> </ul>	<ul style="list-style-type: none"> <li>SFA has asked Modernization Partner to postpone delivery of Capability Release plan until ???</li> </ul>	<ul style="list-style-type: none"> <li>Significant assistance with Decision Support Group with IRB meeting preparation and process</li> </ul>
ENTERPRISE ENGINEERING AND INTEGRATION (EEIT)	<ul style="list-style-type: none"> <li>Finalized EAI vendor meetings (Template, Vitria, IBM). MSI needs to be finalized targeting week of 12/17</li> <li>Developed Product Selection Criteria for the three architectures</li> <li>Continued EAI architecture services mapping to Legacy interfaces</li> <li>Developed first draft framework for the Internet, Integration, Data Warehouse Architectures</li> <li>Mapped technical services to the appropriate architecture</li> </ul>		<ul style="list-style-type: none"> <li>Schedule will be published to SFA; MSI needs to be finalized targeting week of 12/17</li> </ul>

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>component</p> <ul style="list-style-type: none"> <li>Finalized short vendor list. Formal list with meeting schedules will finalized next period</li> <li>Identified - First Draft - Common Operating Environment (COE) components</li> <li>Continued development of Task Order 4</li> <li>Completed and delivered Configuration Management Approach</li> <li>Continued work on Critical Methods &amp; Standards deliverable</li> <li>Continued work on System Integration &amp; Test Approach</li> <li>Continued work on Deployment Approach.</li> </ul>		
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> <li>Completed and Delivered Partnership Management Plan</li> <li>Completed and Delivered Contract Management Plan</li> <li>Initiated development of the Legacy Contracts Transition Plan</li> <li>Continued negotiation efforts with subcontractors</li> <li>Supported the Procurement Planning Task Force Workshop 8-10 Nov 99.</li> <li>Relocated staff from K St to 2101 L St and 1050 17<sup>th</sup> St</li> <li>Deliver Monthly Contract Status Report</li> </ul>	<ul style="list-style-type: none"> <li>Legacy Contract Transition Plan delayed pending synchronization of effort with ongoing SFA initiatives (Procurement Planning Task Force)</li> <li>Acquisition Strategy development delayed pending redefinition of effort based on outcomes of the Value Based Contracting seminar and the Procurement Planning Task Force</li> </ul>	
ORGANIZATION TRANSFORMATION	<ul style="list-style-type: none"> <li>Continued development of position descriptions (PDs) for position vacancies across OSFA</li> <li>Initiated organizational assessment and detailed organization design for:</li> </ul>		

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>Financial Partners, Schools, CIO, CFO, Contracting &amp; Acquisitions, HR, Communications, Analysis, and SFA University</p> <ul style="list-style-type: none"> <li>• Revised and produced Journey to Excellence Toolkit for all OSFA employees</li> <li>• Developed overall communications and work plans for the revision/refinement of the SFA Transformation Website</li> <li>• Continued development of transformation communications, including content for SFA Transformation Website</li> <li>• Provided on-going management facilitation and program coordination of all SFA change initiatives</li> </ul>		
FINANCIAL AID ORIGINATION (FAO)	<ul style="list-style-type: none"> <li>• Finalized focus group approach</li> <li>• Began development of a communication plan for key stakeholders</li> <li>• Began gathering suggestions and best practices from SFA participants (core team members and advisors)</li> <li>• Revised workplan</li> <li>• Created draft modification to Task Order for revised scope of work</li> <li>• Created draft list of schools participants in focus groups</li> <li>• Set tentative dates for focus group meetings</li> <li>• Completed first draft of current environment flows</li> </ul>		
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"> <li>• Completed, Delivered, and Gained Acceptance of Project Plan</li> <li>• Continued work on validation of Concept of Operations.</li> </ul>		

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<ul style="list-style-type: none"><li>• Established a steering committee to provide input and to review deliverables.</li><li>• Gathered existing documentation and create templates for capturing information.</li><li>• Documented high-level “To Be” information, process, technical architecture and organization requirements.</li><li>• Documented high-level “As Is” information, process, technical architecture and organization needed as input into the implementation plan and migration approach.</li><li>• Documented recommendations on the Concept of Operations for FMS.</li><li>• Completed executive presentation and project plan for Linda Paulsen’s review.</li></ul>		

### 3.2 Work Projected for Next Month

During the next month, the project teams plan to accomplish the following items:

Area	Work Projections for November	Issues / Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<ul style="list-style-type: none"><li>• Complete and deliver Business Capability Release Plan</li><li>• Continue Maturing the IRB Process</li><li>• Operate the Program Management Office</li></ul>	
ENTERPRISE ENGINEERING AND INTEGRATION (EEI)	<ul style="list-style-type: none"><li>• Complete contract and begin Start-up Task Order 4</li><li>• Arrange IV&amp;V and Method/1 training as necessary</li><li>• Complete and deliver Critical Methods &amp; Standards deliverable</li><li>• Complete and deliver System Integration &amp; Test Approach</li><li>• Continued work on Deployment Approach.</li></ul>	
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"><li>• Complete and Deliver Acquisition Strategy</li><li>• Continued work on Legacy Contracts Transition Plan</li><li>• Continue negotiation efforts with subcontractors</li></ul>	
ORGANIZATION TRANSFORMATION	<ul style="list-style-type: none"><li>•</li></ul>	.
FINANCIAL AID ORIGINATION (FAO)	<ul style="list-style-type: none"><li>• Initiate ...</li></ul>	
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"><li>• Complete and deliver recommendations on Concept of Operations for FMS.</li><li>• Initiate work on Financial Management System Design</li></ul>	

#### **4.0 Status Of Project Deliverables**

The attached Deliverables Schedule provides the status of each of the deliverables within Task Orders 1, 2, and 3.

## **5.0 Schedule/ Task Reporting**

### Major Schedule Changes

The following Gantt chart provides a schedule of the planned activities for the Modernization program over the next five months.



## 6.0 Summary Of Program Risks

Category	Description	Responses	Severity Of Impact	Ability To Control
Program	Integration of the Mod partner into the many organizational areas of SFA must happen quickly. The integration is occurring but perhaps not as quickly as needed to avoid confusion as to role in all areas.	<ul style="list-style-type: none"> <li>• ITR's in place</li> <li>• Structured MC meeting around Program Progress</li> <li>• Web-based Program Management Office</li> <li>• Quarterly Program Management Reviews</li> <li>• Establish process for contractor data gathering on legacy systems from GM's</li> <li>• Development of Integrated Product Teams</li> </ul>	High	High
Program	Congressional viewpoint on the Modernization program could impact funding and support	<ul style="list-style-type: none"> <li>• Provide information and benefits of the program to Congress as needed to ensure support continues</li> </ul>	High	Medium
Program	Mod Partner recommendations on sequencing plan and development of Capability Release plan will raise risk and concerns of those who operate within the existing framework	<ul style="list-style-type: none"> <li>• Obtain support from the COO office and GMs for the review effort.</li> <li>• Communicate to stakeholders the improved benefits to customers and organization</li> <li>• Open communications to alleviate the concerns of stakeholders within redefined framework</li> </ul>	Medium	Medium
Program	FY00 investment decisions have already been approved, which may not be in synch with Capability Release plan. Risk of allocating and spending dollars on projects that do not add value. Projects on hold due to y2k moratorium.	<ul style="list-style-type: none"> <li>• Release new sequencing plan and Capability Release Plan</li> <li>• Synch up New Sequencing Plan with Capability Release Plan and FY00 investment decisions</li> <li>• Mod Partner has been inserted in IRB process, focused on maturing the process for FY01.</li> </ul>	Medium	Medium
Partner Management	Partnership Management Deliverables (Acquisition Strategies, Partnership Management Plan, Legacy	<ul style="list-style-type: none"> <li>• Combine parallel initiatives and reschedule deliverables in approved Partnership Mgt Plan</li> </ul>	Medium	Medium

Category	Description	Responses	Severity Of Impact	Ability To Control
	Contracts Transition Plan) will be delayed by parallel SFA initiatives			